
**State of Washington
Department of Labor and Industries**

**Human Resource
Management Report**

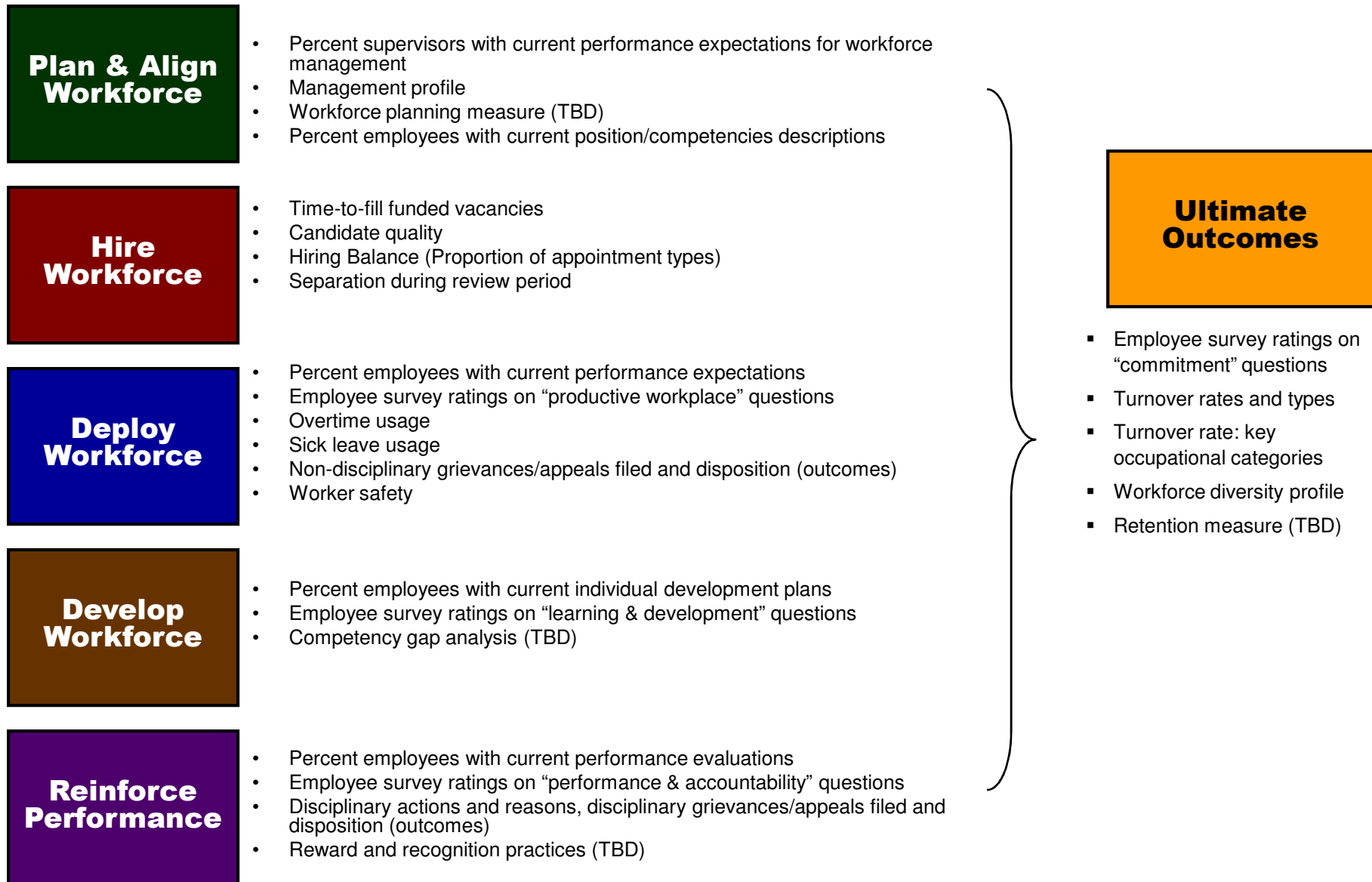


October 2008

Managers' Logic Model for Workforce Management



Standard Performance Measures



Labor and Industries embraces the elements of this HR management report. Our strategic plan includes a number of objectives aimed at increasing measures of accountability, strategic alignment, performance-based decisions, more effective performance reviews and hiring practices based on achievement, not perception.

In
order
to

**Plan & Align
Workforce**

**Hire
Workforce**

**Deploy
Workforce**

**Develop
Workforce**

**Reinforce
Performance**

**Ultimate
Outcomes**

- L&I has adopted core competencies for all positions.
- We are integrating that data into HR processes for recruitment, classification, and performance appraisal.
- Average time to fill a vacant position is dependent upon many things, however our average time is 29.8 days over the period July 1, 2007 to June 30, 2008.
- L&I has identified critical job classes for recruitment priority. We continue to analyze turnover in critical classes for patterns and solutions.
- We train supervisors to assess candidates based on past successful performance.
- Average sick leave used by L&I staff varies little from the statewide average., however among the segregated sick leave users, L&I averages less than the statewide average.
- Wellness is a priority at L&I.
- Workforce resources are studied regularly and re-distributed as needed, with less regard for divisional boundaries.
- L&I has conducted its fourth Supervisory Conference. The Leadership Capstone program is in its second session. We are developing guidelines for succession plans for critical program tasks.
- "Diversity Fundamentals" and "Sexual Harassment Prevention" training are due for deployment in Fall 2008.
- Our Training and Development staff use competency-based curriculum development.
- L&I implemented a performance appraisal process based on core competencies and strategic expectations, tied to agency goals. The process requires individual development plans for each employee.
- We track expectations, evaluations and development plans separately.
- We are studying turnover and survey results to make L&I a "destination workplace."
- We are monitoring turnover in critical classes, and fashioning succession and career plans to cure.
- Diversity is among our core competencies.

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Workforce Management Expectations

Agency Priority: **High**

Percent supervisors with current performance expectations for workforce management = 100%*

*Based on 313 of 313 reported number of supervisors

From Goal 6, 2007 – 2011 Strategic Plan

1. Plan and align the workforce to achieve state, agency and program objectives.

When fully implemented, every employee will have a job description that aligns their work with state, agency and program objectives. Supervisors will engage in and are successful with workforce management.

Analysis:

- L&I is developing a performance-based culture. Core management competencies include workforce management.
- Recognizing the strategic importance of workforce management, L&I includes high-performance accountability in it's strategic plan.

Action Steps:

- Continue to hold managers and supervisors accountable for successful workforce planning.
- Expand the use of core competencies.
- Refine and expand ability to access and use workforce data.

Management Profile

Agency Priority: Low

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

WMS Employees Headcount = 143

Percent of agency workforce that is WMS = 5.2 %

Managers* Headcount = 156

Percent of agency workforce that is Managers* = 5.7 %

* In positions coded as "Manager" (includes EMS, WMS, and GS)

Analysis:

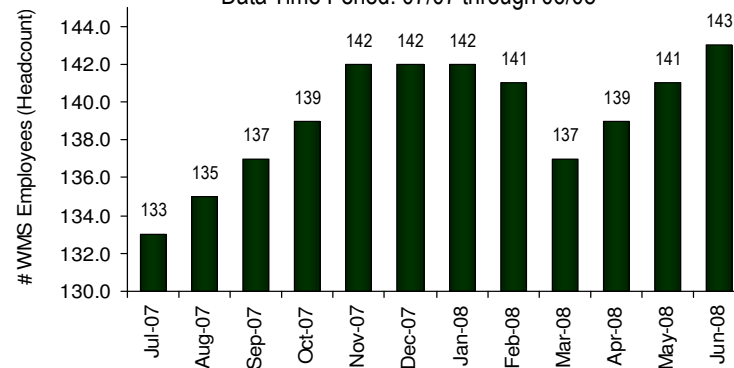
- L&I's historical WMS percentage is 5.1%.
- L&I's assigned WMS cap is 4.9%, a 2-year low.

Action Steps:

- Continue to monitor.

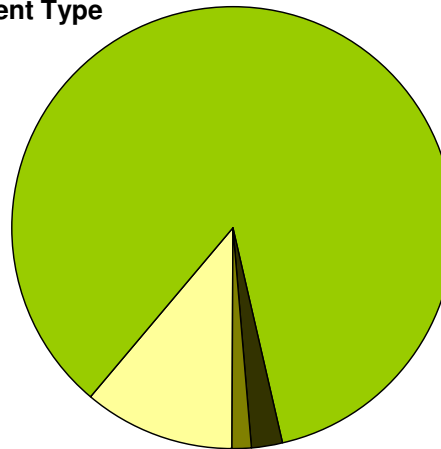
Washington Management Service Headcount Trend

Data Time Period: 07/07 through 06/08



WMS Management Type

Management	122
Consultant	16
Policy	3
Not Assigned	2



Data as of 06/08
Source: DOP HRMS

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Agency Priority: **High**

Percent employees with current position/competency descriptions = 87%*

*Based on 2130 of 2436 reported employee count
Applies to employees in permanent positions, both WMS & GS

From Goal 6, 2007 – 2011 Strategic Plan

2. Attract and retain new hires with needed skills.

We will continue an aggressive recruitment effort to attract qualified candidates. This effort includes extensive outreach with professional organizations and higher education institutions, making sure they know the range of skills we need and the opportunities we offer. In addition, our recruitment materials and presentations emphasize the benefits of working in this agency.

Analysis:

- A requirement of supervisors' workforce management competency is annual review and update of subordinates' job descriptions.
- To the extent we can track updated position descriptions manually, we believe this report to be accurate.

Action Steps:

- Devise and implement an effective method of tracking updated position descriptions and assertions of currency.
- Apply competency requirements to recruitment and selection strategies.
- Continue to monitor.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill / Candidate Quality

Agency Priority: **Medium**

Time-to-fill Funded Vacancies

Average number of days to fill*: 29.8

Number of vacancies filled: 584

*Equals # of days from creation of the requisition to job offer acceptance

Agency Priority: **Medium**

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 3416 Percentage = 89%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job? *

*** L&I does not gather or track this information, yet.**

Hiring managers indicating "yes":

Number = **N/A** Percentage = **N/A**%

Hiring managers indicating "no":

Number = **N/A** Percentage = **N/A**%

Analysis:

From Goal 6, 2007 – 2011 Strategic Plan

2. Attract and retain new hires with needed skills. We will continue an aggressive recruitment effort to attract qualified applicants. This effort includes extensive outreach with professional organizations and higher education institutions, making sure they know the range of skills we need and the opportunities we offer. In addition, our recruitment materials and presentations emphasize the benefits of working in this agency.

- L&I actively manages its recruitment process. Active management includes monitoring the time hiring managers take to apply their selection strategies. Reminders and follow-up calls are made where needed.

Action Steps:

- Continually review and improve strategies to attract qualified applicants to our vacancies.
- Recruitment bulletins define vacancies in terms of required skills and abilities.
- Continue to monitor.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies
Candidate quality

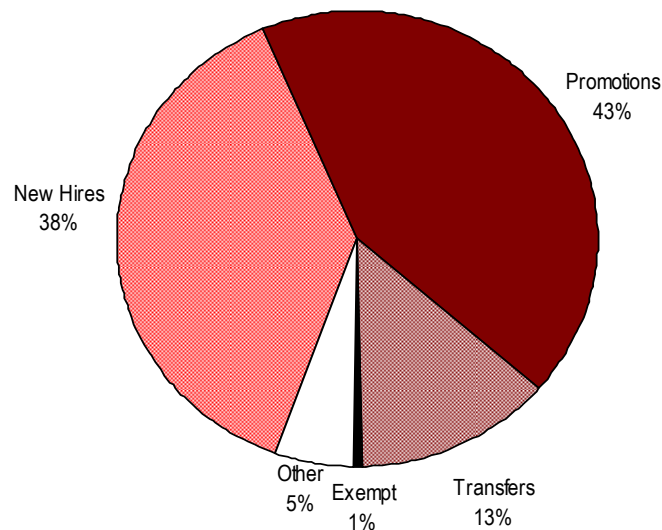
Hiring Balance
(proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: [Low](#)

Types of Appointments



Total number of appointments = 562*

214 New Hires, 241 Promotions, 74 Transfers, 3 Exempts, 30 Others = 562
Includes appointments to permanent vacant positions only; excludes reassignments
"Other" = Demotions, re-employment, reversion & RIF appointments

Agency Priority: [Low](#)

Separation During Review Period

Probationary separations - Voluntary	10
Probationary separations - Involuntary	10
<i>Total Probationary Separations</i>	<i>20</i>
Trial Service separations - Voluntary	7
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	<i>7</i>
Total Separations During Review Period	27

Data Time Period: 07/07 through 06/08
Source: DOP HRMS

Analysis:

- The majority of hires at L&I are of internal candidates. This provides opportunity for staff to grow and develop, however it create an internal "churn" that can overwhelm staff capacity to replace and train.
- For this report, "New Hires" result in probationary service; "Promotions" result in Trial Service.
- 20 of 214 new hires, or 9.3%, failed. 4.7% left voluntarily; 4.7% left involuntarily.
- 2.9% of Trial Service appointments were voluntarily ended.
- No conclusions are drawn.

Action Steps:

- Continue to monitor.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Current Performance Expectations

Agency Priority: **High**

Percent employees with current performance expectations = 87%*

*Based on 2130 of 2436 reported employee count
Applies to employees in permanent positions, both WMS & GS

From Goal 6, 2007 – 2011 Strategic Plan

3. Promote a work environment that optimizes the use of talent, provides fair and equal opportunity to all and encourages employees to excel.

We seek a diverse workforce that reflects the communities we serve. We employ tools, training and incentives, such as tuition reimbursement, to develop our existing talent and adapt employee skills and capabilities to meet future service requirements. When fully implemented, every employee will have an individual development plan that is current, relates to program and agency objectives, and contains clearly defined success factors.

Data as of 06/08
Source: L&I

Analysis:

- The percent of employees with current performance expectations is a disingenuous number. As calculated for **this** report, the number necessarily reduces as the workforce turns over, or employees move from division to division.
- What was in excess of 95% in October 2007 has reduced to 87% in June 2008.

Action Steps:

- Devise and implement an effective method for tracking and reporting data related to performance, including completed evaluations, evaluations due, updated expectations, updated development plans.

Deploy Workforce

Outcomes:

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Performance Measures

Percent employees with current performance expectations

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Overtime usage

Sick leave usage

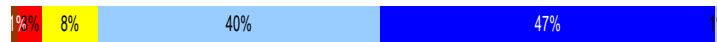
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Employee Survey "Productive Workplace" Ratings

Agency Priority: **Medium**

Q4. I know what is expected of me at work.



Avg

4.3

Q1. I have the opportunity to give input on decisions affecting my work.



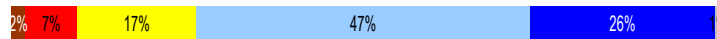
3.5

Q2. I receive the information I need to do my job effectively.



3.9

Q6. I have the tools and resources I need to do my job effectively.



3.9

Q7. My supervisor treats me with dignity and respect.



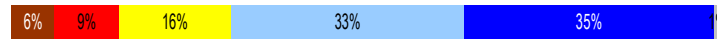
4.3

Q13. My agency consistently demonstrates support for a diverse workforce.



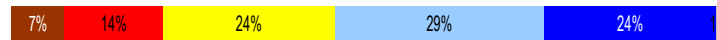
4.1

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.



3.8

Q9. I receive recognition for a job well done.



3.5

■ Never/Almost Never
 ■ Seldom
 ■ Occasionally
■ Usually
 ■ Always/Almost Always
 ■ No Response

Overall average score for "Productive Workplace" ratings: 3.9

Analysis:

- Responses to Questions 1 and 9 are of particular interest to L&I.

Action Steps:

- Feedback and regular coaching are tools supervisors are urged to use with employees regularly.
- The performance management system and follow up survey responses will demonstrate the effectiveness of those tools.

Overtime Usage

Agency Priority: Low

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

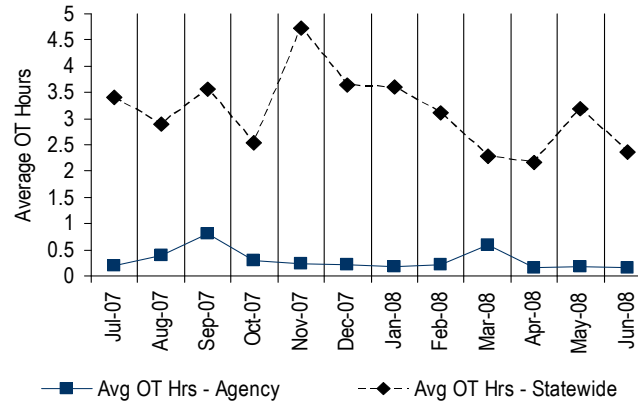
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Average Overtime (per capita) *

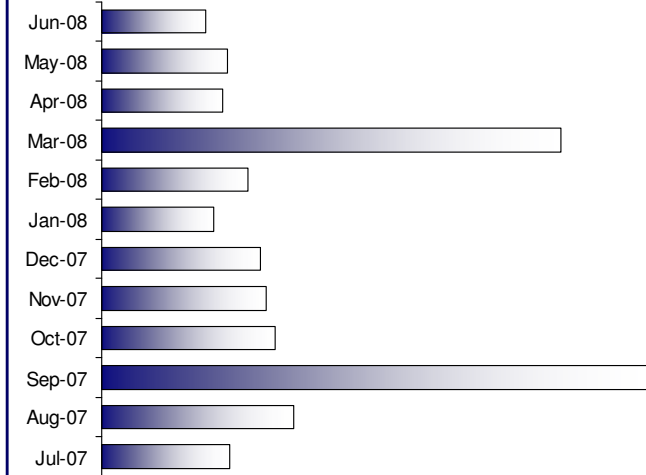


Overall agency avg overtime usage – per capita, per month: .30**

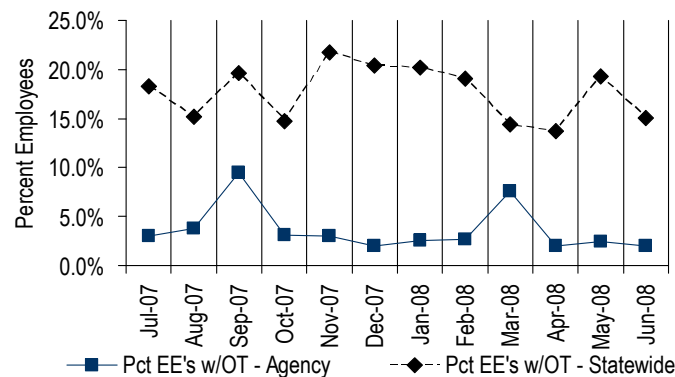
*Statewide overtime values do not include DNR

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

Overtime Cost - Agency



% Employees Receiving Overtime *



Overall agency avg employees receiving overtime per month: 3.65%**

*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Analysis:

- L&I's overtime expense is significantly below the statewide average.
- The number of employees receiving overtime payments is also significantly below the statewide average.

Action Steps:

- Continue to monitor.
- L&I is developing policy and procedure for positive time reporting for overtime-eligible employees.

Data Time Period: 07/07 through 06/08

Source: DOP HRMS

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

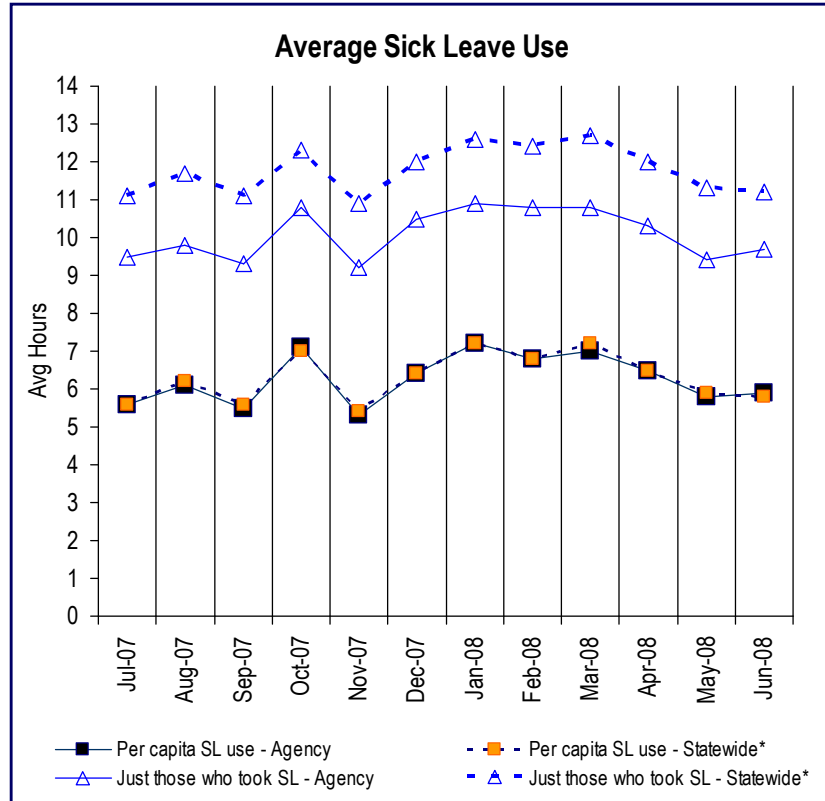
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage

Agency Priority: **Medium**



Analysis:

- Per capita, average sick leave use at L&I is virtually indistinguishable from the statewide average.
- Among the population of sick leave users, L&I employees used 14% less sick leave than the average employee, statewide.
- L&I continues to refine the separation of leave without pay and sick leave types to promote efficient use of paid leave and reduce approve use of unpaid leave.
- Action Steps:**
 - L&I has standardized data entry for leave types.
 - L&I has refined the data mining queries to better reflect paid and unpaid leave from unapproved leave.
- Monitor regularly.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	% of SL Hrs Earned (per capita) - Statewide*
6.3 Hrs	79.0%	6.3 Hrs	81.3%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) - Statewide*	% SL Hrs Earned (those who took SL) - Statewide*
10.1 Hrs	126.7%	11.8 Hrs	147.3%

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/07 through 06/08

Source: L&I HRCafe

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

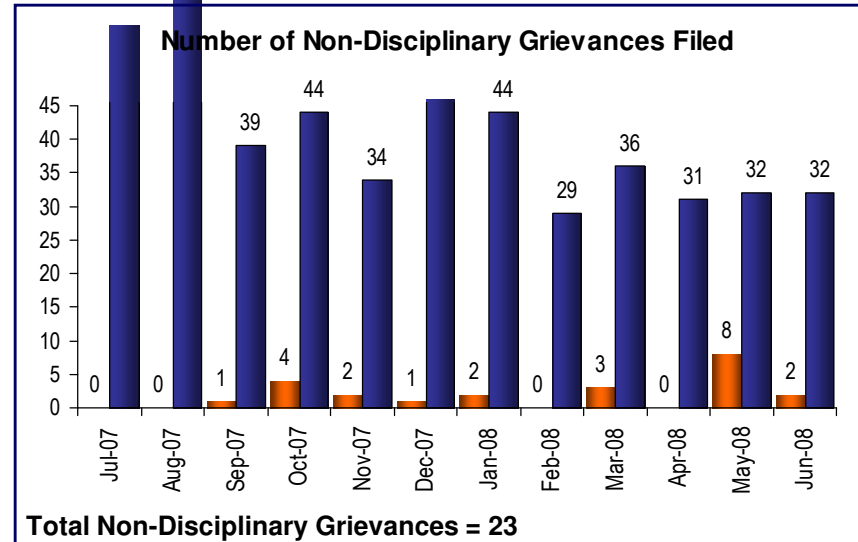
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Grievances (represented employees)

Agency Priority: Low



* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*

(Outcomes determined during time period listed below)

- Withdrawal 14
- Settled 5

Top 5 Non-Disciplinary Grievance Types

(i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Personnel File	6
2. Vacation Leave	6
3. Non-Discrimination	4
4. Evaluation	3
5. Hiring	3

Analysis:

- L&I accounted for 3% of the state's non-disciplinary grievances.
- No specific issue dominated the 23 grievances.

Action Steps:

- Continue to monitor and compare to statewide grievance issues.
-

Data Time Period: 07/07 through 06/08
Source: L&I

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Filings for DOP Director's Review

- 11 Job classification
- 0 Rule violation
- 1 Name removal from register
- 0 Rejection of job application
- 1 Remedial action

13 Total filings

Filings with Personnel Resources Board

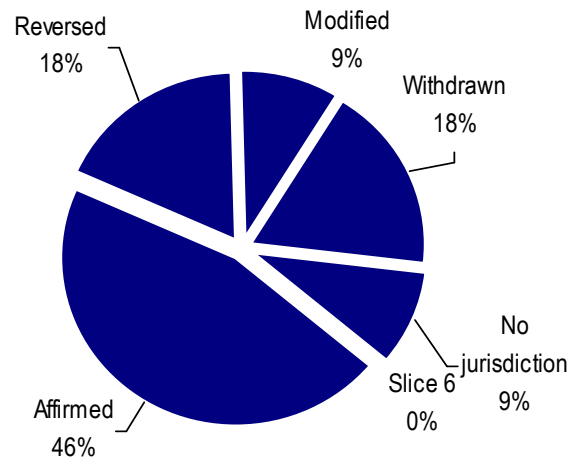
- 2 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

2 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

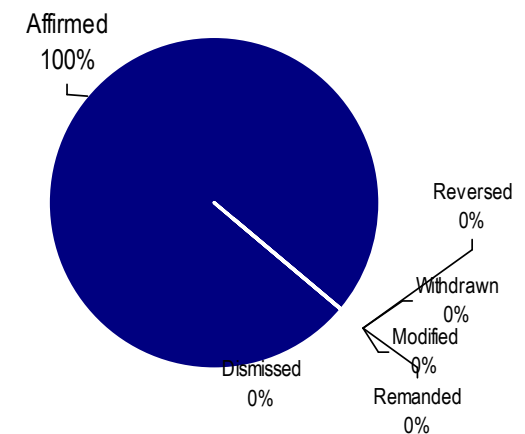
Director's Review Outcomes



Total outcomes = 11

Data Time Period: 07/07 through 06/08
Source: Department of Personnel

Personnel Resources Board Outcomes



Total outcomes = 3

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations
Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Deploy Workforce

Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations
Employee survey ratings on 'productive workplace' questions
Overtime usage
Sick leave usage
Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Worker Safety: Labor and Industries, Department of

Analysis:

- L&I is significantly below the statewide roll-up numbers, displayed below from first quarter 2006 to the present.
- Compensable claims are claims where employees lose time from work. All claims includes medical only claims.

Action Plan:

- Continue to monitor.
- Downward trend in all lines is desirable.

Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE

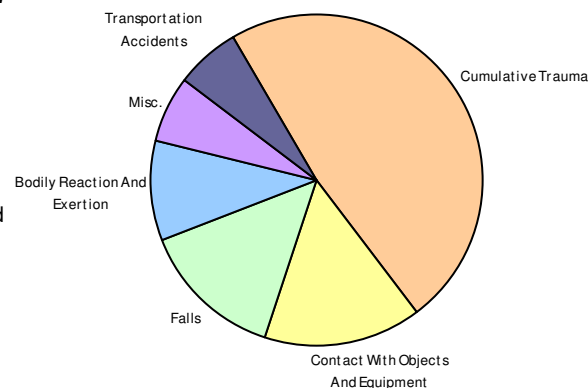


All rates as of 06-30-2008

Accepted Claims by Occupational Injury and Illness Classification System (OIICS) Event:

calendar year-quarter
2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')



Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	240
9	Other Events Or Exposures	17
0	Contact With Objects And Equipment	1

Source: Labor & Industries, Research and Data Services (data as of 06/30/2008)

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: **High**

Percent employees with current individual development plans = 87%*

*Based on 2130 of 2436 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

From Goal 6, 2007 – 2011
Strategic Plan

3. Promote a work environment that optimizes the use of talent, provides fair and equal opportunity to all and encourages employees to excel.

We seek a diverse workforce that reflects the communities we serve. We employ tools, training and incentives, such as tuition reimbursement, to develop our existing talent and adapt employee skills and capabilities to meet future service requirements. When fully implemented, every employee will have an individual development plan that is current, relates to program and agency objectives, and contains clearly defined success factors.

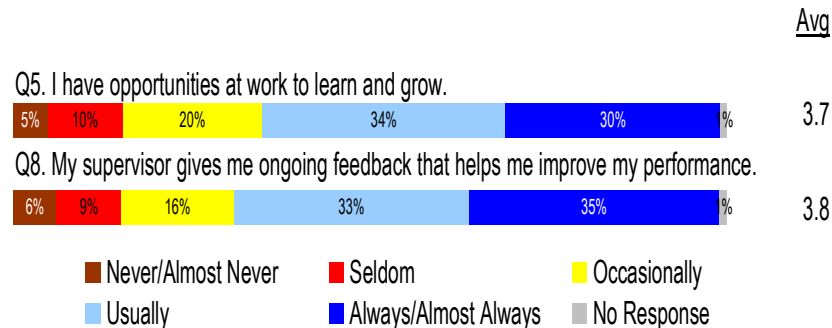
Action Steps:

- Devise and implement an effective method for tracking and reporting data related to performance, including completed evaluations, evaluations due, updated expectations, updated development plans.

Employee Survey "Learning & Development" Ratings

Agency Priority: **Medium**

Employee Survey "Learning & Development" Ratings



Overall average score for "Learning & Development" ratings: 3.8

Data as of 06/08
Source: L&I; Agency Employee Survey

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: **High**

Percent employees with current performance evaluations = 87%*

*Based on 2130 of 2436 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- The percent of employees with current performance evaluations is a disingenuous number.
- As calculated for **this** report, the number necessarily reduces as the workforce turns over, or employees move from division to division.
- What was in excess of 95% in October 2007 has reduced to 87% in June 2008.

Action Steps:

- Devise and implement an effective method for tracking and reporting data related to performance, including completed evaluations, evaluations due, updated expectations, updated development plans.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

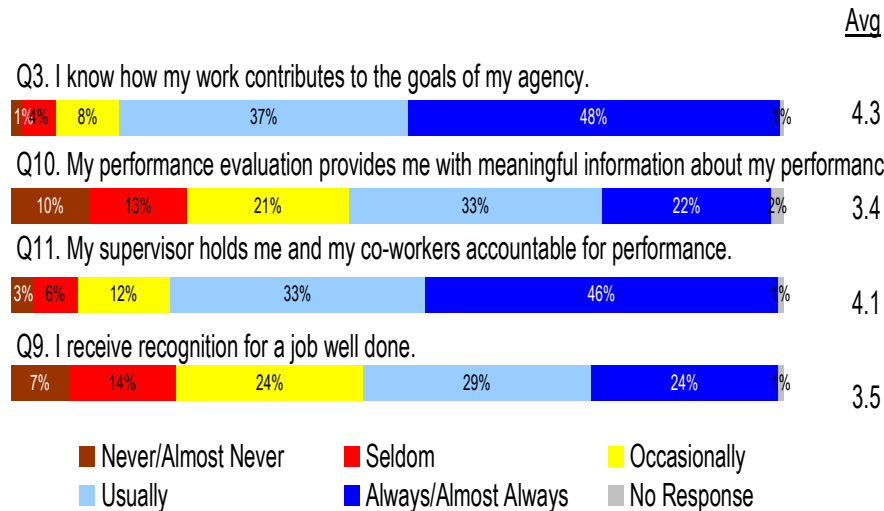
Employee survey ratings on “performance and accountability” questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey “Performance & Accountability” Ratings

Agency Priority: **High**



Overall average score for "Performance & Accountability" ratings: 3.8

Analysis:

- Responses to questions 9 and 10 prompted L&I to adopt a more pro-active stance toward performance management.
- The agency adopted a single 90-day window during which all performance evaluations are completed, expectations for the ensuing rating period and individual development plans are recorded.
- During FY 2008, L&I recorded a 96% completion rate for evaluations and expectations. The number dropped in successive months due to shifting population and “new” employees who had not been evaluated.
- L&I adopted a fixed population for FY 2009 tracking.

Action Steps:

- Quality in evaluations and progress reviews is high priority for L&I supervisors.

Data as of 12/07
Source: Agency Employee Survey

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: **Low**

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	3
Demotions	2
Suspensions	4
Reduction in Pay*	N/A
Total Disciplinary Actions*	9

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- Failure to perform to expectation.
- Inappropriate workplace behavior.
- Dishonesty.
- Misuse of equipment/resources.

Analysis:

- Disciplinary actions are expected in employment.
- There are no unexpected actions to report, however there were unanticipated participants.

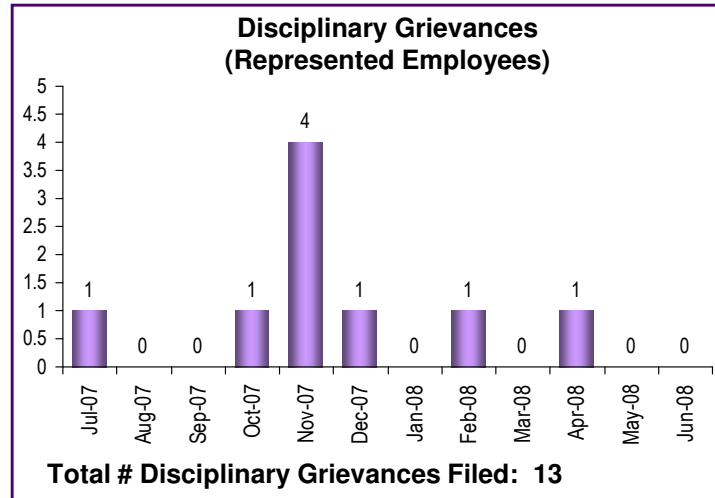
Action Steps:

- Continue to monitor.

Data Time Period: 07/07 through 06/08
Source: DOP HRMS

Disciplinary Grievances and Appeals

Agency Priority: [High/Medium/Low]



Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

- 1 Dismissal
- 0 Demotion
- 0 Suspension
- 0 Reduction in salary

1 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

- Withdrawn 2
- Settled 7

Disposition (Outcomes) of Disciplinary Appeals*

Withdrawn.

*Outcomes issued by Personnel Resources Board

Data Time Period: 07/07 through 06/08
Source: L&I

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations
Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

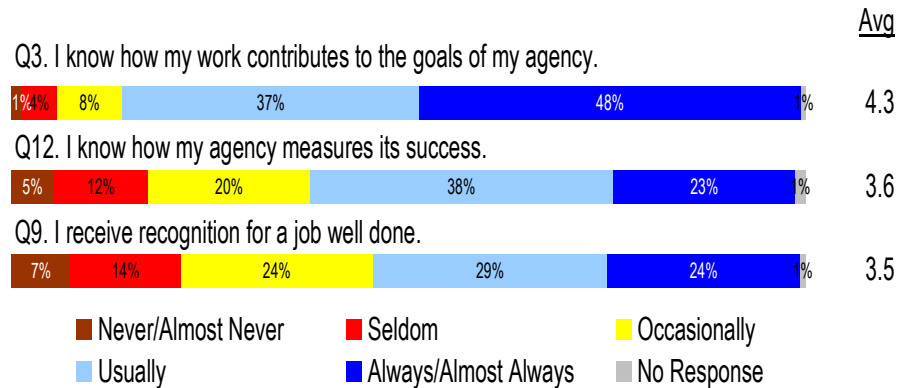
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Agency Priority: **Medium**



Overall average score for "Employee Commitment" ratings: 3.8

Analysis:

- "Measures" and "recognition" are key issues to raising these survey results.

Action Steps:

- L&I's accountability processes (GMAP) are public. Working with the Governor's Office GMAP staff, L&I is making its internal process more transparent and more participative.
- All performance expectations are required to be aligned with agency or program objectives and measures.
- Supervisors are receiving training on rapid feedback techniques and longer-term programs for recognition.

ULTIMATE OUTCOMES

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Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

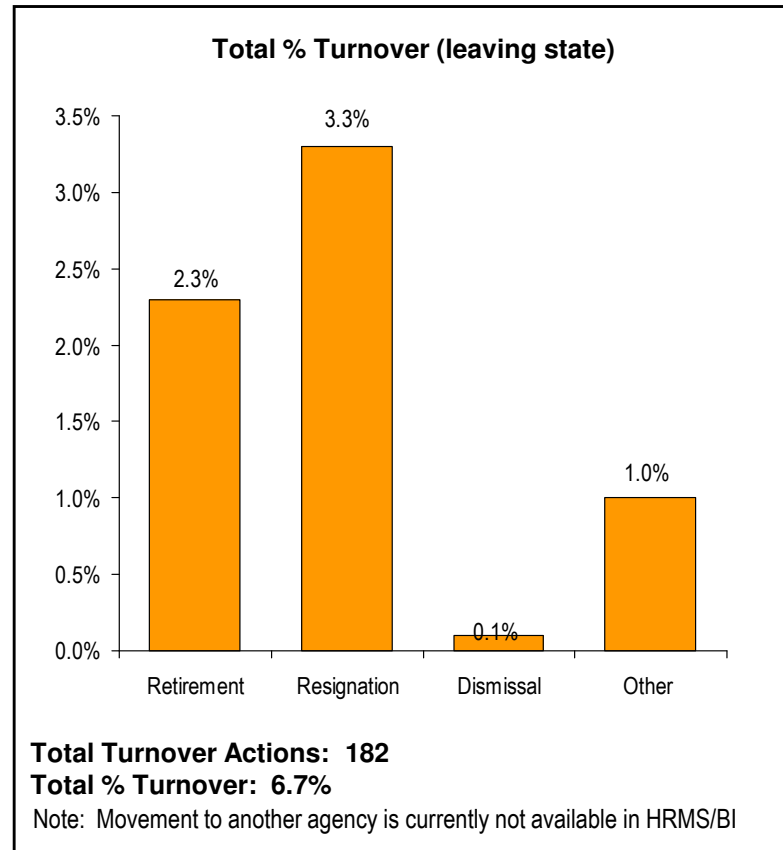
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates

Agency Priority: **High**



Analysis:

- The reporting criterion for this measure is "leaving state service."
- Retention of employees in the enterprise is a valuable measure, but does not afford agencies an opportunity to measure program retention and turnover.
- Variability in data entry procedures, abbreviations and interpretations make querying for separation type difficult and compromised reliability.

Action Steps:

- L&I has undertaken a broad data cleansing project to unify transaction coding, job class codes, organization coding and other data entry discrepancies.
- Maintenance and cleansing of locally stored transaction data will provide reliable tracking of internal movement and movement between state agencies.

Workforce Diversity Profile

Agency Priority: **Medium**

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

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Performance Measures

Employee survey ratings on "commitment" questions

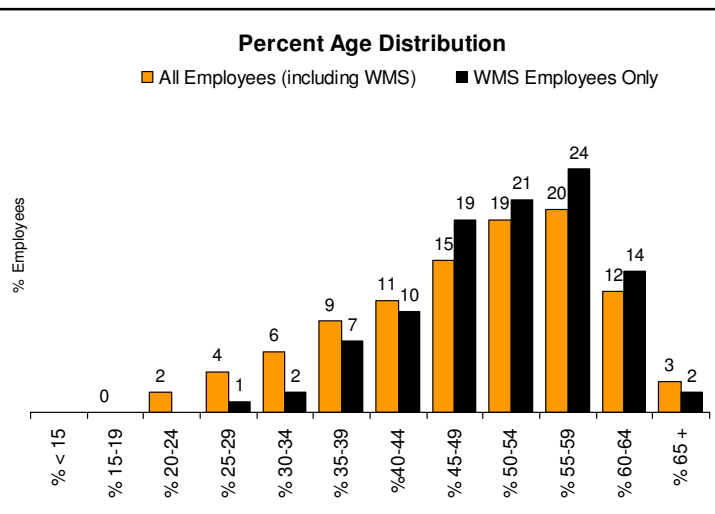
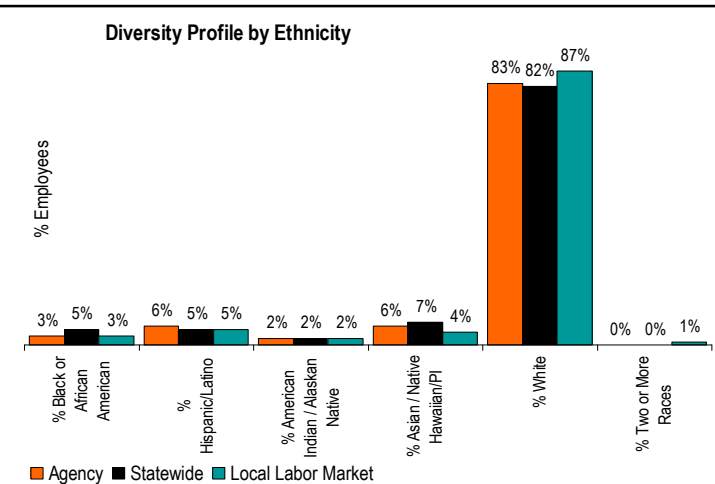
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

	Agency	State
Female	58%	53%
Persons w/Disabilities	7%	4%
Vietnam Era Veterans	9%	6%
Veterans w/Disabilities	3%	2%
People of color	18%	18%
Persons over 40	80%	75%



Analysis:

- L&I is pleased with the overall diversity of its workforce.
- The agency 's ethnic diversity is reflective of statewide diversity.
- LNI's ethnic diversity is reflective of the Thurston County labor pool.
- The age distribution curve shows a disturbing lack of 18-25 year olds in the workforce.

Action Steps:

- Begin to compare regional workforce diversity to regional labor forces.
- Initiate agency-wide diversity training, Fall 2008.
- Verify and maintain recruitment and education efforts to high schools, vocational and technical schools and other post-secondary institutions.
- Advance apprenticeship for state employment.
- Continue to monitor.

Data as of 06/08
Source: DOP HRMS

Workforce Diversity Profile

Employee Survey “Support for a Diverse Workforce” Ratings

Agency Priority: **Medium**

Employee Survey "Diversity" rating

Q13. My agency consistently demonstrates support for a diverse workforce.



■ Never/Almost Never
 ■ Seldom
 ■ Occasionally
■ Usually
 ■ Always/Almost Always
 ■ No Response

Average rating for "Agency support for a diverse workforce": **4.1**

Avg

4.1

Analysis:

- L&I is pleased with the response to this new survey question.

Action Steps:

- Continue efforts to support and increase the diversity of L&I's workforce through training, education and exchange.
- Begin to compare regional workforce diversity to regional labor forces.
- Initiate agency-wide diversity training, Fall 2008.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Data as of 12/07
Source: Agency Employee Survey